

Part 2

Task Force Meeting Guide



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Reprinted 2004

Section 2

TASK FORCE MEETING HANDBOOK

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INTRODUCTION

Very often municipal leaders choose to form citizens advisory committees and/or task forces and charge them with the task of evaluating all the available options for solid waste management and funding. PAYT is a natural option to be examined by these groups. This handbook is designed to be used as a guide by those groups as they examine the potential of PAYT for their communities.

These committees/task forces should be identified as Citizens Solid Waste Advisory Committees and/or Task Forces. Avoid calling them PAYT Task Forces, since it is likely they will be exploring various options along with PAYT and the title could be misleading and confusing, serving to galvanize opponents before anything has even been decided. Another advantage to specifying that the committee/task force be an overall solid waste advisory panel is that the committee can become permanent. It is recommended that municipalities maintain permanent committees/task forces to oversee all solid waste management operations once they have been implemented

When the committee/task force turns its attention to PAYT, this handbook will help walk it through planning, design and implementation stages. The first section of the handbook (Program Planning and Design) is designed to assist in the planning and design of a PAYT program. The second section (Program Implementation) focuses on the implementation phase. Task Forces can use a part or all of these sections, depending on its needs.

This handbook contains sample agendas along with relevant discussion points. It also contains materials that can be used as handouts at meetings to supplement discussion. Worksheets that can help guide the decision and implementation phases are included, as well as sample promotional and educational materials that can be adapted during implementation.

Who Should Use This Handbook

This handbook is designed to be used by the designated chairman of the Task Force. Its main function is to serve as a guide for assistance in planning meeting agendas and in providing necessary background materials to those engaged in PAYT planning and implementation activities.

Of course, this handbook is just a guide and contains suggested agenda items for meetings. Obviously, the input of Task Force members also should be sought with regard to topics for discussion.

Understanding the Task Force's Mission

Before forming a Task Force, be sure that there is a very clear understanding of why this Task Force is being established. Providing a clear definition of what the goals and expectations of the Task Force are to members will prevent them from veering off path or from not achieving the

desired objectives. Furthermore, the Task Force should be clear on what its role in the decision-making process is. For instance, is the Task Force's responsibility to make recommendations to a final decision-maker or is it responsible for making certain decisions? Who does the Task Force report to? What is the timeline for completion? All this should be clearly determined beforehand.

Choosing Task Force Members

Who is appropriate to serve on the Task Force, in large measure, will depend on the goals of the Task Force. Some people will be more appropriate than others, based on their personal areas of expertise. However, choosing members from the following areas could be a starting point:

- Elected officials, including a member of the Board of Selectmen/Town Council and Board of Finance
- A member of the public works dept., and/or recycling coordinator
- A local hauler(s)
- Local business representatives
- Members from local civic groups
- A member from a local "tax watchdog" group
- Concerned citizens, senior citizens, environmentalists, members of local environmental committees

Make sure that committee members understand the purpose of the Task Force and their role on it from their start. Also make sure that there is a straight line of communication between the Task Force and key decision-makers at all times.

Meeting Logistics

Once the Task Force is established, it must decide such things as how often it will meet and where. How often it will meet will be guided by what the Task Force is charged with doing and the timeline for completion. Someone should be appointed to be the Chairman of the Task Force, either by the decision-makers who have formed the Task Force, or by members of the Task Force itself. From the outset, however, the Task Force should be clear on what its objectives are, the timetable for completion and its role in the decision-making process.

Section I

PAYT PROGRAM PLANNING AND DESIGN

Use this section of the handbook if your Task Force is assigned the development of various planning and design decisions.

Introductory Meeting

Suggested Meeting Agenda

- Introduction of individual members and statements concerning their interest in serving on Task Force
- Definition of specific objectives of Task Force and timeline for completion
- Setting of future meeting schedule
- Introduction of PAYT (see presentation in Appendix)
- Overview of existing solid waste/recycling activity (*Worksheet #2, Municipal Profile*)

Notes

1. Adapt the sample "Overview of PAYT" Powerpoint presentation included in Appendix III - Section C in this handbook before the meeting and present it to the Task Force.
2. Use Worksheet #2 as a guideline for making sure that you have assembled all the necessary information about current waste and recycling activities in your community. Summarize this information and present it to Task Force members, so that everyone shares the same amount of knowledge and understanding about current solid waste activities. Without a strong understanding of current waste handling activities, it will be impossible to move forward with a program design.

Covering these two subjects, along with the completion of introductions and establishment of the future meeting schedule, should be enough for the first one or two meetings. Depending on what your next meeting topic is, it might be appropriate to hand out appropriate worksheets for completion by Task Force Members before the next meeting.

- ✓ **Supplemental Materials:** Worksheet #2, PAYT Presentation
- ✓ **Possible Guest Speaker(s):** Public Works Director, Transfer Station Manager

Program Design Issues Meetings

Suggested Meeting Agendas

Each of the agenda items described below can form the basis of one meeting or more. Depending on what your Task Force has been charged with completing, some of these agenda items may be necessary, while others may not.

Each agenda item comes with discussion notes and a list of relevant supplemental materials, such as handouts, worksheets and other materials that are included in the appendix of this handbook.

Agenda Item: Identification of PAYT Goals

Notes

Filling out *Worksheet #1, Identifying Program Goals*, can be useful in identifying the reasons why the municipality is interested in pursuing a PAYT program. It can also help to clearly identify and prioritize program benefits, which can be helpful once program education begins. If a PAYT system hasn't been chosen yet (bags, tags, containers, etc.), this exercise can also help determine which PAYT system makes the most sense, given the priorities identified.

Have committee members fill out the Worksheet in advance of attending the meeting so everyone can discuss their ideas.

✓ **Supplemental Materials:** Worksheet #1

Agenda Item: Legal Authority/Legal Issues

Notes

The Town Attorney should be contacted in early planning phases to make sure that the town has the necessary authority to enact a PAYT program and if it doesn't, to advise on what steps have to be taken to provide it with the necessary authority. Very often, little or no legal steps need to be taken, but issues that should be reviewed include:

- Ability of town to enact a PAYT program
- Ability of town to require haulers to participate
- Illegal dumping ordinances

The appropriate person(s) should meet with the Town Attorney early in the program planning phase and report on the meeting to the Task Force.

- ✓ **Supplemental Materials:** Information on Illegal Dumping, Sample Ordinances

Agenda Item: Identification of Program Barriers

Notes

Familiarizing oneself with all the potential barriers to implementation is crucial, so there are no unexpected surprises later. Very often, the most difficult barriers to overcome are those of perception. Those perceptions can include the following:

- The program will increase illegal dumping
- The program is “another tax”
- Enforcement issues (“do we need ‘garbage police’?”)
- Impact on lower income families
- Multi-family participation

It is important to recognize that in the majority of PAYT programs, barriers such as illegal dumping and other negative perceptions about the program, are overcome through careful planning and program promotion. The barriers are very often nothing more than perceptions that can be corrected with a solid program and public education campaign. This may not be the case with multi-family housing, however. If a municipality consists mainly of large, multi-tenanted buildings, a PAYT program may not be easily adapted.

Have Task Force members fill out *Worksheet #6, Potential Barriers*, in advance of the meeting and then discuss everyone’s opinions. Use the worksheet results to form the basis for your program planning and implementation work. Keep in mind that the single largest barrier you might be faced with is the simple reality that most people dislike change, no matter what it is. And then discuss ways in which to make change more palatable.

- ✓ **Supplemental Materials:** Worksheet #6, Information on Low-Income Residents, Information on Multi-Family Challenges
- ✓ **Possible Guest Speaker:** An official from a municipality with a PAYT program

Agenda Item: Discussion of Decision-Making Process (where relevant)

Notes

What is the purpose of your Task Force? If it is serving as an exploratory committee – one that is charged with exploring the feasibility of the program by examining different program design issues – then it is possible the municipality has not yet made a firm commitment to implementing a PAYT program. If that is the case, then it would be wise for your Task Force to understand what the exact decision-making process will be in your municipality and how your Task Force

will relate to and participate in that decision-making process. Filling out *Worksheet #3, Political Considerations*, will be a starting point.

If your Task Force is charged with designing a program that the municipality is firmly committed to implementing, then understanding the decision-making process might be less critical to you. However, always make sure you have a clear understanding of who your Task Force reports to, why, and its position in the entire process. And, make sure you keep the responsible parties completely informed of your findings.

✓ **Supplemental Materials:** Worksheet #3

✓ **Possible Guest Speaker:** Chief Elected Official

Agenda Item: Types of PAYT Systems and Their Pros and Cons

Notes

If the Task Force hasn't been supplied with a mandate for a specific program system (bags, tags or containers), begin with *Worksheet #4, Container and Pricing Choices*. Have members review *Worksheet #4* in advance of the meeting and come in with their own opinions about which system will work best. Refer back to *Worksheet #1 – Identifying Program Goals*, to make sure that the system chosen meets the program goals established earlier. Always take projected start-up and operating costs as well as ongoing administrative responsibilities into account when debating program systems.

✓ **Supplemental Materials:** Worksheet #4, Case Studies

Agenda Item: Funding Issues

Notes

What costs do you want your PAYT system to include? There are many costs associated with the collection and disposal of solid waste. You need to examine these costs line item by line item and determine which of these costs you want to have covered by the PAYT system. You can find a line item breakdown of the solid waste budget from the Town Treasurer. It also should be part of the research you perform while completing *Worksheet #2, Municipal Profile*.

For instance, your Task Force may decide to include just disposal costs in the PAYT program. Or, it may choose to include costs associated with recycling as well. Remember that whatever costs you decide to fund through the PAYT system, it should provide ample opportunities for residents to save through reduction and recycling. Including costs in the PAYT system that residents can't directly control through their own recycling and reduction activities will make it more difficult for them to save money. This could result in a loss of support both for the program and for recycling. An example of this could result from including the cost of bulky waste

disposal in the PAYT program. Residents could find themselves paying for the cost of someone else's home renovation – a cost they can't possibly control through their own recycling activities. For this reason, bulky waste should have its own separate PAYT fee system.

Determining exactly which costs the PAYT program funds can become a philosophical, political and economic issue. While some advocate a "full cost accounting" approach – making sure the PAYT system covers all the costs associated with solid waste management - others believe that the municipality should keep some of the fixed costs in the tax base while charging actual collection and disposal costs in the PAYT system.

Philosophical considerations often enter the area of what costs and services a municipality should provide its residents as part of its municipal responsibilities. Economic considerations will dictate what the PAYT system might need to cover to meet the municipality's economic goals. Political considerations will have an impact on the decision as well, since elected officials will have ideas on what costs residents will bear before they revolt about a charge they perceive as too high. All of these issues can be aired as part of the decision-making process.

- ✓ **Supplemental Materials:** Worksheet #2 and *Worksheet #5, Rate Structure Design*
- ✓ **Possible Guest Speaker(s):** Chief Elected Official/Town Manager, Public Works Director, Town Treasurer/Controller

Agenda Item: Determination of Rate Structure

Notes

Once you've determined which costs you want the PAYT system to fund, and you have determined the type of system you're going to implement (bags, tags, container – subscription or pay-as-you-go) you can do the calculations necessary to come up with the system costs. Use *Worksheet #5, Rate Structure Design*, to do the necessary calculations, filling in only those costs the Task Force has decided to incorporate into the PAYT system.

Once a rate structure has been determined, make sure to share it with relevant personnel, such as public works director, town treasurer, etc.

- ✓ **Supplemental Materials:** Worksheet #5

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Section II

PROGRAM IMPLEMENTATION

Use this section of the handbook when PAYT program design issues (type of program, rate structure, etc.) have already been resolved and your Task Force is charged with implementation-related activities.

Introductory Meetings

Suggested Meeting Agenda

- Introduction of individual members/statements concerning their interest in serving on Task Force
- Definition of specific objectives of Task Force and timeline for completion
- Setting of future meeting schedule
- Overview of existing solid waste/recycling activity (Worksheet #2)
- Summary of PAYT program design decisions

Notes

Use *Worksheet #2, Municipal Profile*, as a guideline for making sure that you have assembled all the necessary information about current waste and recycling activities in your community, if it hasn't been completed already. Present this information to Task Force members, so everyone shares the same amount of knowledge and understanding about current solid waste management activities. This information will be important to the committee when discussing certain PAYT program impacts, such as how the program will impact the commercial sector, residents in multi-family units, etc.

Prepare a brief summary of how the PAYT program is going to operate (bags, tags, rate structure, etc.) Providing solid waste management background information (*Worksheet #2, Municipal Profile*) and the summary of the PAYT program structure, along with housekeeping issues, could occupy one or two meetings, depending on how much ground needs to be covered and the level of familiarity Task Force members already have with the issues. If necessary, the PAYT presentation contained in the appendices could be adapted for use at one of the meetings.

- ✓ **Supplemental Materials:** Worksheet #2, PAYT Presentation
- ✓ **Possible Guest Speaker(s):** Public Works Director, Transfer Station Manager

PAYT Program Impact Meetings

Suggested Meeting Agendas

Program impacts address the different members of your community who will be affected by the implementation of a PAYT program. Program impact issues form a type of bridge between program design and program implementation. After program design issues have been resolved, but before actual program implementation activities can begin, how the PAYT program is going to impact the community as a whole should be studied. For instance, sectors of the community that will be affected by a PAYT program include:

- Residents who live in multi-family apartments and condominiums
- Members of the commercial sector, especially small business owners
- Fire districts, if waste removal taxes are included in their districts
- Low income residents
- Seasonal residents

Other program impacts that should be studied include:

- Illegal dumping ordinances and any other ordinances that might be required
- Impacts on existing collection/drop-off operations, including both drop-off centers and arrangements with private haulers
- Addition/expansion of additional recycling services
- Program enforcement

Each of these different impacts can form the basis of one or more meetings. Depending on what your Task Force has been charged with completing, and depending on the demographics of your community, some of these agenda items may be necessary while others may not.

Each agenda item comes with discussion notes and a list of relevant supplemental materials, such as handouts, worksheets and other materials that are included in the appendix of this handbook.

Agenda Item: Multi-Family Housing

Notes

Residents who live in apartment or condominium complexes may not put their trash out individually for collection. In these facilities, the waste may all go into a common dumpster. If the owners/landlord are charged by weight by the trash disposal company, they are already functioning under a pay-as-you-throw system. If they are not, it is sometimes difficult to

integrate a pay-as-you-throw program into facilities that utilize a shared dumpster because of enforcement issues. One resident who does not participate correctly can “contaminate” the entire load.

This is not to say there are no solutions. Appoint a multi-family subcommittee to first gather information about existing multi-family residences. Have them find out what the current arrangements are for waste collection and disposal. They can contact the landlord or president of the cooperative association to discuss the program with them and possible solutions. Have them report their findings back to the Task Force for further discussion and recommendations.

In some cases, it can become the responsibility of the landlord to distribute bags/tags to residents. However, unless the landlord or the town provides residents of these facilities with recycling opportunities, there may be some resistance. If landlords are not providing adequate recycling, remind them that recycling certain materials is mandatory in the state of Connecticut and work with them to find recycling solutions for their facilities.

- ✓ **Supplemental Materials:** EPA materials on multi-family housing
- ✓ **Possible Guest Speakers:** President of local cooperative association; landlords

Agenda Item: Working with Local Businesses to Improve Recycling

Notes

It is often difficult for small business owners to recycle successfully, especially if they are charged for the rental and collection of containers for recyclable materials in addition to their waste container. Small businesses are often such small generators that it doesn't pay for them to lease separate containers for recyclables. However, in Connecticut, all businesses regardless of size are required to recycle and there are effective recycling options for small businesses. Call the CT DEP Recycling Office for additional information.

Set up a subcommittee to examine how the program will affect small businesses. Ideally, small businesses should participate in the PAYT program along with residents. Larger businesses are generally charged by weight or volume by private haulers, so they are already operating under a PAYT system. It is also generally more cost effective for large businesses to recycle.

Depending upon the findings of the subcommittee, the Task Force may decide to make a set of recommendations on how the municipality can provide ongoing recycling assistance to small businesses. One way is to make a drop-off center for recyclables available to them. Another way may be to provide technical assistance. Talking to recycling coordinators at other communities will be helpful.

- ✓ **Possible Guest Speakers:** Members of the business community, officials from other communities with PAYT programs

Agenda Item: Fire Districts

Notes

Some municipalities have fire districts within their municipalities, sometimes in the downtown areas. Fire districts sometimes tax the members of their district separately. Included in those taxes could be solid waste removal.

First, discover if your municipality has any fire districts. If it does, find out if solid waste and recycling collection and disposal is paid for in fire district taxes. If it is not, then the fire district will have no bearing on your PAYT program. However, if the fire district taxes do include solid waste collection, then you will have to work with fire district officials to integrate the PAYT program.

A decision might be made to remove solid waste collection out of the fire district taxes and have fire district members purchase bags/tags directly themselves. In this case, the fire district may have to adjust its taxes to reflect that change. Or, the municipality could sell bags/tags to the fire district and require them to distribute accordingly. Or, an entirely different solution may arise. The key is to not overlook the inclusion of fire districts, if you have them.

Agenda Item: Seasonal Population

Notes

Many municipalities in Connecticut have seasonal populations – either weekenders and/or summer visitors. Some communities also host colleges and private preparatory schools. Be sure to consider them during the planning process.

For instance, consider what time of year you will have the largest influx of seasonal visitors, and then try to coordinate the implementation of your program with that time. This way, the seasonal population will be around when the program is receiving widespread publicity and attention. Promoting the program at a time when seasonal visitors are not likely to be around will make it more difficult for them to participate when the time comes.

Treat seasonal visitors like any other resident of the community during the educational process. Even though they may be temporary visitors or part-time residents, their commitment to the community should equal those of permanent residents. In communities, such as coastal areas where homes are rented out by the week or month, it is typically up to the owner renting the house to make sure the vacationers understand the program. The owner can leave bags in the home, along with all the other home-related instructions, or tell the vacationers where they can purchase the bags. Information about where and how to recycle should also be provided.

Communities with school campus populations need to do a special outreach to them. But, for the most part, students are interested in participating in a program that is good for the environment. Work directly with school officials to determine the best way to include their campus in the program.

Agenda Item: Low-Income Residents

Notes

Notify the Social Services department of your municipality of the PAYT program and its requirements. The Social Services department generally has a record of the families requiring assistance. Free bags/tags could be issued to these families, if they qualify.

Work hard in your educational and promotional campaign to help people understand that they can control their waste disposal costs through recycling. Also, help residents to understand that the program is designed to be more equitable to all residents.

Agenda Item: Illegal Dumping

Notes

Illegal dumping is something that many municipal officials anticipate as a byproduct of PAYT programs, but simply doesn't materialize. Nationwide studies show that illegal dumping is not a problem for the vast majority of municipalities that implement PAYT programs. However, that doesn't mean that some simple precautions shouldn't be taken.

Determine if there are any ordinances regarding illegal dumping already on the books. If there are, review them to see if they need updating. If not, you may want to consider drafting ordinances designed to prevent illegal dumping. Ancillary ordinances could include ordinances against burning of trash, bags left open by not securing tightly and weight limits on bags. These objectives can also be accomplished through an active public education campaign.

As another precaution, you may want to contact local commercial enterprises and suggest that they install locks on their dumpsters, if they haven't already. The same subcommittee that is charged with working with the commercial sector could be charged with doing this as well.

If there is an instance of illegal dumping, it is often pretty easy to find the culprit. There is usually something in the garbage with an address on it. Fines can be levied and there also could be a brief notice in the police report section of the local newspaper, to discourage further instances.

In general, there is not an increase in roadside trash as a result of PAYT programs. Typically, the problems with illegal dumping stay the same – if you had it before the program, you may still have it. And, it is more common for bulky items – tires, sofas, etc. – to be abandoned than it is

for common household trash. Make sure you have a good way to handle bulky waste to protect against illegal dumping in this area. Your Task Force may want to look at bulky waste as a separate issue. Charges should be assigned to the disposal of bulky items. Review existing bulky waste procedures and charges to make sure they are adequate.

- ✓ **Supplemental Materials:** EPA's Illegal Dumping Prevention Guidebook (available from their Web site), EPA Web Site Printout on Illegal Diversion
- ✓ **Possible Guest Speakers:** Public Works and/or Transfer Station Operator to discuss bulky waste issues

Agenda Item: Existing Operations

Notes

Make sure you understand how the program is going to affect existing solid waste and recycling operations. Review Worksheet #2 to make sure you understand all aspects of current operations. For example, if your municipality operates a drop-off center, examine how the program might affect operations there. Will more people be using the drop-off center as a consequence, which will result in a traffic increase? If you're selling bags/tags at the drop-off center, how will that affect your personnel and storage space needs? Do you need to stay open longer? If your residents use a private hauler, how will the program affect how the hauler operates? (*see Agenda Item: Private Haulers for information.*)

If you think the changes to existing operations are going to be substantial, you may want to consider appointing a subcommittee to evaluate all the potential changes and make recommendations to the Task Force as a whole.

- ✓ **Possible Guest Speakers:** Transfer Station or Drop-off Center Operator, Private Hauler

Agenda Item: Working with Local Haulers

Notes

If residents of your local municipality have the opportunity to contract with a private waste hauler, make sure that haulers are part of the implementation process. Invite members from these firms to attend meetings. Ask them to state their concerns. Work cooperatively to find solutions. For instance, the municipality could offer to provide notices of non-compliance that private haulers could leave behind explaining to residents why they are not in compliance with the program. The information could contain information about the program, penalties for noncompliance and a phone number to call for more information.

Keep in mind that private haulers may become your first lines of enforcement. If residents are not using the proper bags or containers, or not applying tags, waste haulers should leave the waste behind, or pick it up but leave behind a warning. Some haulers understandably resist doing this because their customers complain when they are denied service. As one approach, you may want to explore legal issues regarding hauler participation in the program. For instance, you may want to make compliance with the PAYT program a condition of doing business in the town, perhaps through a licensing process. Explore ways of enforcing the program with the town attorney.

Agenda Item: Expansion of Recycling Services

Notes

If your municipality does not already provide residents with ample opportunities for recycling and/or composting, you may elect to use some of the revenues from your PAYT program to expand recycling activities in your municipality. You may want to delegate this activity to an exploratory subcommittee, who could investigate other municipal recycling programs and come back to the committee with their findings and recommendations. Once the Task Force has established which recycling activities it would like to add, recommendations should be made to the proper town authorities regarding the resources required.

- ✓ **Possible Guest Speakers:** Public Works Directors or Recycling Coordinators from other municipalities

Agenda Item: Enforcement

Notes

Program enforcement generally does not become an overriding concern in municipalities with PAYT programs. As discussed earlier, illegal dumping does not emerge as an issue and people generally comply with the PAYT guidelines. (See Agenda Item: Illegal Dumping and Agenda Item: Private Haulers for more information on enforcement.

Methods of enforcement include sending notices of violations to residents who are not participating in the program correctly and instructing private haulers to leave behind trash that is not meeting PAYT requirements. Make sure to provide residents with plenty of recycling and composting options as a positive incentive to participate in the program. And, be sure to consistently educate the public about the program and its benefits to keep awareness high. Make telephone numbers available on all your promotional materials. Your Task Force can discuss this issue and come up with their own recommendations.

Public Education Meetings

Once all program design and program impact issues have been resolved, it is time to begin planning your public education and promotion campaign. If town meetings were required as part of the approval process for implementing a PAYT program, residents may already have some familiarity with PAYT. However, there are fundamental differences between educating residents during an approval process and preparing residents for program participation in an actual program.

For instance, when educating for program participation, you can provide real specifics about how the program will operate and what residents need to do. When educating residents during an approval process, the emphasis is more on what the benefits of PAYT programs are and how the program will favorably impact the community. Be aware that during both types of campaigns, opposition to the program is likely to be strong. So, undertake your planning with that fact uppermost in your mind. Most people don't like any kind of change, and PAYT programs often represent a significant change. If PAYT programs were already in place, and residents were being asked to change to something else, they would likely have the same negative reaction.

Planning a comprehensive public education program will require several meetings, both to accomplish the planning and then to carry out the various activities. Keep in mind that it is very important that the chief elected official of your municipality play a key role in program education. If he or she is not a member of the Task Force, it is imperative that the importance of his/her role be clarified early on in the process. For instance, in smaller communities, it is a good idea if the chief elected official visits key local and civic organizations with a prepared PAYT presentation. Gaining the support of key groups can play a pivotal role in gaining overall community acceptance.

Suggested Meeting Agendas

Notes

- Determine what the budget is for promotion and education costs (Note: typical costs include the printing of a 3R brochure, postage, advertisements in local newspapers, etc.)
- Brainstorm ideas on the various ways to reach residents
- Identify the different local and civic groups that could be asked to participate in a public awareness campaign
- Identify the different sectors of the community that will have different stakes in the program and may require special attention
- Determine what resources are required for carrying out these ideas (manpower, costs, etc.)
- Put together an outline of all the activities you plan to undertake along with a timeline for completion; make sure that everyone is clear on their individual responsibilities and assignments with regard to carrying out these activities

- Activities can include, but not be limited to:
 - Creation of a 3R brochure that describes how residents can reduce, reuse and recycle waste
 - A "Q and A" fact sheet direct mailing
 - Operating informational booths at supermarkets, local fairs, etc.
 - Submitting op-ed pieces for the local newspapers
 - Advertising the program in local newspapers
 - Preparation of press releases
 - Presentations to various local groups by the CEO and others
- ✓ **Supplemental Materials:** Worksheet #7 - Public Outreach, Appendices
- ✓ **Possible Guest Speakers:** Public officials from municipalities that have implemented PAYT programs

Implementation Logistics Meetings

During the planning and implementation of a comprehensive public awareness campaign, the Task Force also should be addressing certain logistical issues that are associated with the ongoing operation of the program. These logistical considerations can include:

- determining ongoing administrative tasks that will be associated with the program (billing, accounting procedures, program maintenance, etc.)
- working with retail establishments to carry bags, if necessary
- providing ongoing recycling technical assistance to small businesses, if necessary
- creating a phone bank hotline for the first few weeks of program operation
- setting up an ongoing system for program maintenance, monitoring and measurement

Most of these issues will be explored best through the creation of subcommittees, so be sure to set up subcommittees early in the process.

Also, refer to *Worksheet #8, Implementation Checklist* for further guidelines and additional potential agenda items.

Suggested Meeting Agendas

Agenda Item: Administrative Issues

Notes

Determining the amount of administrative resources that must be devoted to a PAYT program is usually part of the design process. For instance, municipalities that don't want to create complicated billing systems may avoid certain container-type programs. By the time you reach this stage of program implementation, you will have a good idea as to what the administrative responsibilities will be that are associated with the type of program you selected. What must be addressed at this stage is defining responsibilities and tasks, dividing them up and delegating clear assignments.

The most common administrative issues associated with PAYT programs include such tasks as billing, accounting and overseeing distribution of bags/tags, if that is the type of program chosen. Administrative tasks associated with container PAYT programs often require more sophisticated billing and accounting procedures than programs using bags or tags (review *Worksheet #4: Pros and Cons of Different PAYT Systems*; see also *Worksheet #8: Implementation Checklist*).

In a PAYT program using bags, some of the issues relating to storage and delivery can be addressed in your Request for Proposals (RFP). For instance, some municipalities require their vendor to store bags, delivering them to the municipality upon request or on a monthly basis. Other municipalities have retailers contact the vendor directly when they need a reorder of bags,

saving the town from developing its own storage and distribution system for bags. Finding a secure location for the storage of bags and/or stickers is of critical importance, since these materials represent a significant source of income for the municipality. Theft could cost a municipality hundreds of thousands of dollars in bag/tag fees.

Determine in advance what your administrative tasks are that are associated with the type of program you are implementing, and then determine how to structure your RFP accordingly. If there are ways vendors can help solve your administrative worries, make that part of your RFP. It is also useful at this stage to be in contact with officials from other municipalities with programs and demographics similar to yours.

- ✓ **Supplemental Materials:** Sample RFP's, List of PAYT program contacts
- ✓ **Possible Guest Speakers:** Officials from other municipalities

Agenda Item: Working with Retail Establishments

Notes

If you chose a bag system, you may be relying on local retailers to sell the bags. This is generally not a problem. Retailers are usually eager to carry the bags because they know it is something customers must purchase. Most municipalities do not allow retailers to make a profit on the sale of the bags, and most retailers accept this. In fact, some retailers who might choose not to participate in the program at the beginning, often ask to join later, as customers begin to ask for the bags. One pharmaceutical store saw a 20% increase in sales after it began carrying the bags. In Connecticut, the bags are exempted from state sales tax as well.

Set up a subcommittee to contact local retailers. Talk to them about the program and find out their concerns. Ask the subcommittee to report back with their findings. Use their findings to help shape your administrative functions and RFP requirements, as well as your billing, storage and distribution decisions.

Agenda Item: Setting Up a Phone Bank

Notes

For the first few weeks of program implementation there is likely to be a barrage of telephone calls from residents. Rather than relying on existing municipal personnel to field these calls, it is better to staff a temporary phone bank. You can ask members of local environmental committees or other sources to volunteer their time, or you can simply pay and train temporary workers.

Set up a subcommittee to oversee the phone bank. Regardless of who is fielding the calls, everyone should receive some basic training. Take a few hours to train the workers verbally. Also provide them with written materials, such as the Q and A that was prepared for distribution in your community as part of your public education campaign. Do some role playing as a group

by coming up with the questions you think you will be getting, and then practice the answers together.

Agenda Item: Program Maintenance, Monitoring and Measurement

Notes

Once the program is fully implemented, procedures for the consistent monitoring of the program should be put into place. Areas that need to be monitored and measured include:

- Quantity of bags being ordered; if different size bags are being used, what is the ratio of use (e.g., two 33-gal. bags are purchased for every one 20- gal. bag); are enough bags being purchased?
- Storage and distribution mechanisms – are they effective?
- Accounting and billing procedures – do they need adjustments?
- Waste generation – is it showing a reduction? How much?
- Recyclable collection – is it showing an increase? How much?
- Rate structure – is it adequate?
- Public education – are residents receiving frequent reminders and 3R instructions?
- Enforcement – are residents participating correctly? Is there illegal dumping?
- Multi-family and small businesses – are there ways to enhance or expand their participation?
- Recycling/drop-off operations: are recycling and composting programs working effectively or are contamination levels rising?

The chief function of the Task Force with regards to program maintenance should be to identify all the areas that require regular monitoring and submit recommendations as to what resources – both financial and manpower – are needed to make sure the program is adequately maintained. If the tasks identified cannot be completed by existing municipal personnel, a new Task Force may be required to ensure that the monitoring is completed in the future.

✓ **Supplemental Materials:** Worksheet #9